

TO: Chief, Geographic Area

FROM: Chief, Satellites Branch, D/GG

SUBJECT: Comments of Satellites Branch on Career Development Statement for the Geographic Area

1. General Observations on the Memorandum

A. The emphasis in the memorandum is upon benefits which are assertedly offered by the Geographic Area to its employees, and this appears to be in line with the general philosophy of Career Service program thinking. Since it was first announced the Career Service Program has been the subject of a terrific sales campaign. Things have been puffed up as "benefits" to employees which are really routine administrative measures expected of any well-run organization. To many CIA workers there appears to be a marked contrast between the sales talk and the rather limited actual benefits that can be identified as flowing from the program to date. On the other hand there is some danger that the campaign may arouse expectations that, for administrative or budgetary reasons, cannot be fulfilled. In order to render the Career Service program somewhat more concrete to the average worker it is suggested:

(a) that the list of "opportunities" as given in the memorandum should be tied in with a complementary list of standards of performance and achievement for each job category; (b) that a general statement of policy be incorporated regarding promotions. The following suggestions either expand on the above two points or apply to minor specific points in the memorandum.

2. Overall Goals and Policy

A. Incorporate a statement somewhat along the following lines:

Career Development involves two elements, namely, (1) an obligation on the part of the individual worker to meet certain standards of performance and

achievement for his present position and certain additional standards to place him in line for promotion to the next higher position; (2) an undertaking on the part of the Agency to provide on-the-job training, variations in assignments, foreign travel and other opportunities which should enable the individual to develop his capabilities to the fullest extent for the benefit of the Agency and himself.

B. Page 2, lines 1 and 2. Is it correct to say that each Division is staffed mainly by geographers?

C. Page 2, second paragraph. This should be revised to omit specific reference to grade GS-11. Considered in connection with the following paragraph, the present draft leaves the impression that the worker has freedom of movement within the Geographic Area up to grade GS-11 but not above, whereas at GS-11 and above he has freedom of movement to and within other parts of the Agency. It is believed that this is an erroneous picture of the situation. Arrangements should be made, if they do not already exist, for area specialists to transfer from one Office or Area to another on either a temporary or permanent basis regardless of grade. It is realized, however, that opportunities for such moves are at present very limited and that the suggestion should probably not be incorporated in the present memorandum.

D. Page 3, second paragraph. This entire paragraph, including the four points listed, seems a bit superfluous, since the same subject has been covered in the two preceeding paragraphs. If this paragraph is left in it should be revised to expand point 1, which is the most important of the four.

3. Divisional Programs

A. Page 4. The footnote to paragraph one under this heading is not complete insofar as the Geography Division is concerned. The complete listing should be:

Branch Chief
Senior Analyst
Junior Analyst
Intelligence Assistant

The positions of Senior and Junior Analyst are of course not officially recognized, but it is not logical to discuss a Senior Analyst position, as the present draft does, without creating and discussing a Junior Analyst position. For reasons of morale, if for no other, the personnel in lower analyst grades should be referred to as Junior Analysts rather than "(low)-graded" persons.

B. Where do the Division Chief and Area Chief positions fit into the picture and why are they not discussed in this memorandum?

C. Page 5, second paragraph, lines 4 and 5. Delete the words "First and . . .". There are no "second", "third", etc. points in this paragraph.

D. Page 5, second paragraph, line 13. Before the sentence beginning "Supervisors...", insert this sentence: "Supervisors will be chosen ^{best} within the ranks of the existing Geographic Area personnel insofar as this is consistent with the good of the Area and the Agency as a whole." Change the next sentence to read: "It should be realized, however, that supervisors will not be chosen only..."

E. Under each Division, present an outline of minimum standards of performance and achievement for each job, together with a complementary list of "opportunities" which the Agency will provide in assisting the worker to attain the standards for his job and the next job above.

F. Give the Division outlines a thorough editing so that there are no inconsistencies of grammar in the final draft.

G. Page 12 and following pages under Geography Division.

(1) In line with the suggestion in 3.A. above, present an outline of "opportunities" for each of the position categories in the Division.

(2) Incorporate the following statement in the introductory part:

"Within the Geography Division the normal course of promotion is from the grades of the Junior Analyst category to those of the Senior Analyst category, the eventual goal being that of the highest grade of Senior Analyst. The normal course of progression for an Intelligence Assistant is to the lower grades of Junior Analyst. Such promotions will be made, insofar as budgetary and administrative conditions permit, for those persons who have attained the standards of performance and achievement for the position as set forth in Paragraph _____ below. Branch Chiefs and the Division Chief are responsible for determining when a worker is eligible for promotion by reason of having attained the necessary standards. The attainment of the highest grade of Senior Analyst is not dependent upon the assumption of supervisory duties by the worker. Promotions or transfers to supervisory positions such as Branch Chief will be made from the ranks of the Senior Analysts in accordance with the policy set forth in the first section of this memorandum for the Geographic Areas as a whole."

(3) Present an outline of standards of performance and achievement for each of the positions Intelligence Assistant, Junior Analyst, Senior Analyst, and Branch Chief (also Division Chief, perhaps). In the case of

Intelligence Assistant and the lowest grade Junior Analyst these would be, in effect, standards for the hiring of personnel in the first place. In the case of the higher graded positions the standards would be those to be attained by the next lower grade before being eligible for promotion to this grade.

(4) Page 12, item (b). It is felt that the present statement is unrealistic and should be rephrased about as follows: "Visiting his area for a period of two or three months at such times and at such intervals as conditions permit."

(5) Page 12, item (c). Omit "in this country". It is believed that visits to physically analogous areas in the US would be of no value to the members of the Satellites Branch. It is doubtful if such visits are of value even for members of the Soviet Branch. These observations do not apply to Canada.

(6) Page 12. Substitute the following for item (d). "Service on ORR teams abroad or a three or four month procurement mission to his area and/or surrounding areas, as a substitute for or in addition to item (b) above."

(7) Page 12, item (f). Is this item in conflict with a current Geographic Area regulation regarding administrative leave for attendance at meetings?

(8) Page 13, items (2) (a) and (b) sound somewhat like an attempt to puff routine matters up into something bigger than they really are.

(9) Page 13, item (2) (d). Substitute "several" for "at least one".

(10) Page 13, item (2) (e). Change this to read: "Developing a geographic reading knowledge of German and/or French and one or more of the languages of his area."

(11) Page 13, item (2) (f). Does the statement about graphic presentation include maps?

(12) Page 13, item (3) (a). This item is apparently in conflict with item (1) (a) in that the analyst who serves a year in GG/C loses contact with his area and to that extent loses his area competence.

(3) Page 14, item b. (2). Most branches do not have a formal position of deputy branch chief. It is accordingly suggested that this read: "Experience in handling the administrative work of the Branch."

(14) Page 14, item (5). Some of the courses in administration and management are open only to persons who are already supervisors.